

## Management Discussion and Analysis for the First Quarter of Year 2022

Business overview of One to One Contacts Public Company Limited and its subsidiaries (“the Group”) for the first quarter of year 2022 compared to the same period of prior year are as follows;

The Group reported total revenues (excluded other revenues<sup>1</sup>) at THB 148.2 million, decreased by THB 1.4 million or 0.9%, which was mainly a decrease from revenue from services. The total cost was reported at THB 113.3 million, decreased by THB 12.0 million or 9.6%. The gross profit margin for this quarter was increased by THB 10.6 million or 43.8% and gross profit margin to total revenues was at 23.6%.

The Group had a profit from operations for the first quarter of 2022 in the amount of THB 14.6 million, but had losses from investments in equity securities of THB 39.3 million, caused by a loss of THB 28.9 million from change in the value of investment in ordinary shares of listed companies, and loss of THB 10.4 million from selling investments of ordinary shares of listed company. This loss was attributed to the volatility of the capital market due to war and uncertain economic conditions. (As of March 31, 2022, the Company has remaining investments in common shares of listed companies, namely W at 40.4 million shares and an investment value of THB 136.8 million, SA at 14.2 million shares and an investment value of THB 170.6 million). As a result, the overall operating results in the first quarter of 2022 resulted in a net loss of THB 24.8 million, a decrease of THB 37.7 million or 291.8 percent compared to the first quarter of 2021.

### Other income<sup>1</sup>

October 21, 2021, the Company approved a loan of 1.7 million baht to Insight Media Co., Ltd. (“IMG”), which at the time, was a subsidiary of the Company. The objective of the loan was to be used as the working capital for business operations, and interest rates were set based on intercompany borrowings according to the corporate group’s policy. Subsequently, on November 10, 2021, the board of Directors’ meeting resolved to approve the disposal of the investment in Insight Media Group Co., Ltd. (“IMG”) to HPS One Property Co., Ltd. (which is not a connected person of the Company), and on November 30, 2021 ceased to be a subsidiary of the Company. IMG entered into a memorandum of agreement to repay the debt to the Company and on March 30, 2022, IMG repaid the loan and interest to the Company in the form of assets, which were valued at THB 3.1 million, resulting in a profit of THB 1.4 million .

### Investments in Equity Instruments<sup>2</sup>

Referring to the Company’s investment policy which was approved by the Board of Directors Meeting No. 13/2021, held on November 10, 2021, agenda on the cash management of the Company and focusing on the balance between “Primary Security” vs “Return on Investment” under acceptable risk, in order for the Company to receive appropriate gains and with sufficient liquidity to be converted into cash if need be. The investment can be classified into 3 types: (1) investment in private funds, (2) investment in self-managed securities, (3) investment in bank deposits and/or government bonds and/or debentures with low rating (BBB+) and/or other debt instruments as specified by the Investment Committee.

- Investment in equity of listed companies. Increased THB 116 million in the period, resulting from the investment in common shares of listed companies. The buying and selling (trading) which was been reviewed by the Investment Committee, are not considered as an asset acquisition of the Company.
- Investment in equity of non-listed companies. Investment in ordinary shares of Hinsitsu (Thailand) Public Company Limited (“Hinsitsu”), approved by the Board of Directors Meeting No.9/2021, and considered as asset acquisition of the Company. The Company has published information of this acquisition to the Stock Exchange of Thailand on September 30, 2021.

## Revenues

The structure of revenues for the three months period ended 31 March 2022 and 2021 are as follows;

<i>Unit: THB million</i>	Q1-2022	Q1-2021	% Change
<b>1. Revenue from sales and contract work</b>	8.4	8.6	-1.5%
1.1 Turnkey Total Solutions	8.4	8.6	-1.5%
<b>2. Revenue from services</b>	139.8	141.0	-0.9%
2.1 Fully Outsourced Contact Center Management Service	101.5	92.3	10.0%
2.2 Contact Center Facility Outsourced	5.5	5.6	-2.6%
2.3 Customer Service Representative Outsourced	31.0	37.0	-16.2%
2.4 Maintenance Service	1.8	6.1	-70.6%
<b>Total</b>	<b>148.2</b>	<b>149.6</b>	<b>-0.9%</b>

### 1. Revenue from sales and contract work

1.1 Turnkey Total Solutions generated revenue of THB 8.4 million in this quarter, decreased by THB 0.2 million or 1.5% when compared to the same period of prior year. It was decreased from Government and State Enterprise customer.

### 2. Revenue from services

Revenue from services for this quarter was totally at THB 139.8 million, decreased by THB 1.2 million or 0.9% when compared to the same period of prior year. The details are as follows;

2.1 Revenue from Fully Outsourced Contact Center Management Service for this quarter was THB 101.5 million, increased by THB 9.2 million or 10.0% when compared to the same period of prior year. It was mainly increased from the Corporate customer in airline business and insurance sector

2.2 Revenue from Contact Center Facility Outsourced for this quarter was THB 5.5 million, decreased by THB 0.1 million or 2.6% when compared to the same period of prior year. It was decreased from the Corporate customer.

2.3 Revenue from Customer Service Representative Outsourced for this quarter was THB 31.0 million, decreased by THB 6.0 million or 16.2% when compared to the same period of prior year. It was decreased from Government and State Enterprise customer.

2.4 Revenue from Maintenance Service for this quarter was THB 1.8 million, decreased by THB 4.3 million or 70.6% when compared to the same period of prior year. It was mainly decreased from Private sector.

### Gross Profit

For this quarter, gross profit margin of the Group was reported at THB 34.9 million, increased by THB 10.6 million or 43.8% and gross profit margin to total revenues was at 23.6%, increased from 16.2% of the same period of prior year. Gross profit margin increased from cost management and cost reduction plan of the Group.

### Selling Expenses, Administrative Expenses and Other Expenses

The Group has selling expenses, administrative expenses and other expenses for this quarter totally at THB 66.9 million, increased by THB 44.1 million or 193.4% when compared to the same period of prior year. There was an increase in equity investment losses, advisory and legal advisory fees.

### Net Profit

The Group reported total net loss for this quarter at THB 24.8 million, decreased by THB 37.7 million or 291.8% when compared to the same period of prior year. Net loss to total revenues was at 16.7%. This was a result from loss on change in value of listed equity investments.

### Financial Position

As at 31 March 2022, the Group reported total assets at THB 961.3 million, decreased by THB 41.7 million or 4.2% when compared to the end of the prior year. Total liabilities were represented at THB 82.0 million, decreased by THB 16.7 million or 17.0% when compared to the end of the prior year. Total shareholders' equity was reported at THB 961.3 million, decreased by THB 41.7 million or 4.2% when compared to the end of the prior year.

Yours faithfully,

(Mr. Kanawuthi Wattanadhirach)

Director and Chairman of Executive Committee